

## **LESSON TITLE: Twelve O'clock High**

### **LESSON OBJECTIVES:**

**TEACHING METHOD:** Case Study / Television / Guided Discussion

**CONTACT HOURS:** 3 Hours

**MATERIALS REQUIRED:** Twelve O'clock High video, VCR, TV

### **LESSON OUTLINE:**

Strategy: This lesson is designed to have students observe the correct use of leadership and the importance of adapting leadership to a situation.

\*\*\*\*\*Note: This video is an accurate portrayal of the problems of leadership in a combat situation. It is based on true incidents using fictitious characters.\*\*\*\*\*

Don't allow discussion to revolve around air tactics. Stick to leadership.

Take advantage of the many opportunities to discuss the AF Core Values of Integrity First, Service Before Self, and Excellence in All We Do throughout the lesson.

**Sequence of Events:**

- Part I - "Twelve O'clock High" (35 min)  
Discussion on Part I (25 min)
  
- Part II - "Twelve O'clock High" (48 min)  
Discussion on Part II (15 min)
  
- Part III - "Twelve O'clock High" (48 min)  
Discussion on Part III (15 min)

### **Guided Discussion:**

#### **\*\*\*\*\*READ TO STUDENTS BEFORE VIDEO\*\*\*\*\***

Over the course of the next three sessions you will have the opportunity to get an inside glimpse of the air war during World War II. We'll look at 8<sup>th</sup> Air Force's bombing campaign during the fall of 1942. Many parts of the movie are real. In fact, the Medal of Honor scene in this movie depicts the details of the citation of Lieutenant John C. Morgan's valor during a mission over Europe in 1943. Morgan was the copilot of a B-17 in the 92nd Bombardment Group stationed at Alconbury, England. As you watch the video, it will be helpful to know that there were four bomber groups in Alconbury, England in 1942. A group consisted of 21 B-17s and each B-17 carried a crew of 10.

## QUESTIONS AND ANTICIPATED RESPONSES FOR PART 1

Why is the 918th Bomb Group having problems?

Anticipated Response: Colonel Davenport is over-identifying with his men. He defends them, (navigator) and takes responsibility for errors made by his men.

What are some of the cues that men of the 918th are at a low development level?

Anticipated Response: Not staying in formation, heavy losses, navigation errors, low commitment, not secure in their ability to complete a mission, high sick-call rate. Col Davenport was not willing to push for more planes. He accepted what was offered.

What is Colonel Davenport's style of leadership?

Anticipated Response: Col Davenport is using a supporting style on a group, which is asking to be told what to do. This style created an atmosphere of anxiety and confusion.

Why is he failing or succeeding?

Anticipated Response: He's failing because he is misreading the level of his followers and he is using a leadership style that is mismatched for the level of the followers. He also is failing because he lays blame elsewhere and looks for excuses. The result – the mission is no longer being accomplished, even though, his men like him and are loyal to him.

What is General Savage's leadership style at Pinetree when talking to Colonel Davenport, and why is it successful or unsuccessful?

Anticipated Response: He is still making the decisions and providing the structure; he also says why a decision is made.

\*\*\*\*\*BREAK\*\*\*\*\*

## QUESTIONS AND ANTICIPATED RESPONSES FOR PART 2

When did General Savage change leadership styles?

Anticipated Response: Just before entered the base to assume command, he got out of his staff car on the right, and called his driver by his first name. He reentered the car on the left, and called his driver "Sergeant."

What leadership style did General Savage initially use when he took command of the 918th Bomb Group and how do you know this?

Anticipated Response: He makes all decisions and he tells people exactly what to do. It worked when he first arrived because Savage was focused on the men's need to improve their competence. If he had stayed this way too much longer, their morale wouldn't have improved and the mismatch could've backfired.

Explain why General Savage treats Major Stovall differently from the aircrew.

Anticipated Response: Unlike the aircrew, Major Stovall has a higher development level. General Savage must still provide the basic structure in some instances, but in other instances,

like the delaying of transfer requests, General Savage gets Major Stovall to participate in the decision.

What is the purpose of the practice missions?

Anticipated Response: Develop ability.

When does General Savage change his leadership style? Is it right and why is it done?

Anticipated Response: He starts explaining why they are flying missions after the Group's second successful mission. Yes, this is the right time because the willingness to fly is increasing. They know they can fly a mission with a good chance of returning. Overall changes in competence and commitment justify the change in leadership.

What is the significance of General Savage taking the 918 to the target when everyone else returned with the recall?

Anticipated Response: Build pride and unity, show they could do the job when others couldn't. It was a risk leaders must occasionally take to pull a unit together.

How do we know General Savage is becoming successful at this point in the story?

Anticipated Response: Bishop removed his request for a transfer in front of the IG.

Why did General Savage change pilots?

Anticipated Response: He needed more able commanders leading planes and what better way than through having them fly lead on some missions. He was building responsibility and leadership so he could then support and participate with his people.

What's the difference between Colonel Davenport and General Savage?

Anticipated Response: The only difference is outward behavior or style of leadership.

### **QUESTIONS AND ANTICIPATED RESPONSES FOR PART 3**

What are some indicators that General Savage is successful with his leadership style?

Anticipated Response: Even the ground crews were stowing away to fight. (Pride)  
Gately flew until he passed out. (Dedication to duty)

Why did General Savage break?

Anticipated Response: Maximum effort. He is actually delegating by default. Remember when Colonel Davenport said to General Savage, "You are riding in every crew station and cockpit?" You are truly delegating when the job gets done the way you want and you don't have to be there to influence the job.

Why was General Savage able to turn the 918th around?

Anticipated Response: He successfully met the needs of his followers whether they recognized it or not. By matching his leadership style to the follower's development level he was able to turn the unit into a productive and effective fighting machine.

What lesson is Ben Gately teaching us all?

Anticipated Response: To be a leader you must take risks. He avoided the risks of flying in the beginning but later showed that he had the talent to train his men and lead.

\*\*\*\*\***READ TO STUDENTS**\*\*\*\*\*

You've seen situational leadership in action. Think about the situations you'll encounter back at your squadrons, at your schools and maybe in college. Remember that the leadership style you use does make a difference.

### **LESSON INTEGRATION AND RATIONALE:**

This lesson allows students to observe and discuss various forms of leadership.

**LESSON OPR:** National Headquarters, Civil Air Patrol

This lesson last revised: 23 April 2002